Government of
Saskatchewan

Employment Equity

Annual Report 1999/2000

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EXECUTIVE SUMMARY

GOVERNMENT OF SASKATCHEWAN
1999/2000 EMPLOYMENT EQUITY ANNUAL REPORT

The Government of Saskatchewan has an Employment Equity Program, approved by the Saskatchewan Human Rights Commission. Both public service unions, the Saskatchewan Government Employees' Union (SGEU) and the Canadian Union of Public Employees Local 600 (CUPE), work together with management to implement employment equity initiatives in Executive Government. The Public Service Commission (PSC) annually submits a status report to the Saskatchewan Human Rights Commission (SHRC) on behalf of the Government (eighteen departments, one secretariat and two boards). The report summarizes the statistical data for each of the designated groups and the strategies and activities undertaken to eliminate barriers, increase representation in the public service, and prevent discrimination and disadvantage.

Designated Group Representation

The four designated groups addressed by the Employment Equity Program are women in management and non-traditional occupations, persons of Aboriginal ancestry, persons with disabilities and members of visible minority groups.

Table 1 (attached) summarizes the representation of the designated groups in the government workforce as of March 31, 2000, compared to the goals set by the SHRC.

Short-term Goals

In June 1999, each department set short-term goals that they hoped to achieve over the fiscal year. The Government surpassed its numerical goals in 1999/00 for all designated groups. The goals were to hire 802 permanent (full-time and part-time) and non-permanent (term) designated group employees over 12 months. The actual number achieved was 1500, of which 712 were permanent and 788 non-permanent. Table 2 (attached) presents these data.

Special Measures

Departments implemented special initiatives, many of which are ongoing and others which are new and unique to particular departments. The following are highlights of activities undertaken by departments, the unions and the PSC:

- targeting positions in job advertisements for one, some, or all of the designated groups for both in-scope and out-of-scope positions;

- simultaneously advertising for designated and non-designated group candidates in both out-of-scope and in-scope positions;

- distributing and implementing the Road to Equity training package;

- supporting the Aboriginal Government Employees' Network (AGEN) and the Saskatchewan Visible Minority Government Employees' Association (SVMEA);

- participating in a variety of education and awareness activities, including activities held during Employment Equity Week and the SHRC monitoring session;

- providing accommodation in the workplace, including technical devices and services, job adjustments, work reassignments, accessibility renovations, family leave provisions and career leave options;

- partnering with other employment equity employers, community groups and unions to develop strategies and implement projects, for example, the Aboriginal Student Mentoring program, career fairs targeted for Aboriginal youth, and practicum placements for equity students; and

- supporting the Employment Equity Program by including equity and diversity goals in mission statements and strategic plans.

Difficulties Encountered

- Departments were not overly successful in recruiting persons with disabilities. A joint union/management committee has been established to develop strategies to accelerate the recruitment of this designated group.

- A continuing challenge is to make all employees aware of the benefits of a diversified workplace and to eliminate myths about the program's goals and initiatives. The Road to Equity education and awareness manual will be used to increase knowledge and understanding.

Conclusion

The Government is committed to increasing the representation of the designated groups in the workplace, ensuring that the workplace is harassment-free, and developing policies and programs that recognize and accept the differences of all. While there has been criticism and scepticism regarding the program's outcomes, progress is being made and change is occurring towards the achievement of a diverse and inclusive workforce.

TABLE 1
DESIGNATED GROUP REPRESENTATION IN GOVERNMENT
MARCH 31, 2000

Designated Group	Total Jobs	Designated Group Employees	Percentage	Long-Term Goals*
	12916			
Persons of Aboriginal Ancestry		1116	8.6%	12.2%
Persons with Disabilities		356	2.8%	9.7%
Members of Visible Minority Groups		355	2.7%	5.4%
Women				
Women in Non-traditional Occupations	4681	1108	23.7%	45%
Women in Management (M and P Levels 1-12B and Senior Executive)	1822	638	35.0%	45%

* Established by the Saskatchewan Human Rights Commission.

TABLE 2
SHORT-TERM GOALS AND RECRUITMENT
APRIL 1, 1999 – MARCH 31, 2000

Designated Group	Goals	Total Recruitment	Permanent Full-time	Permanent Part-time	Non-Permanent (Term)
Persons of Aboriginal Ancestry	261	573	193	71	309
Persons with Disabilities	63	85	23	9	53
Members of Visible Minority Groups	86	205	33	18	154
Women					
Women in Non-traditional Occupations	343	524	96	208	220
Women in Management (M and P Levels 1-12B and Senior Executive)	49	113	61	0	52
TOTAL	802	1500	406	306	788

EMPLOYMENT EQUITY
ANNUAL REPORT 1999/2000

EMPLOYMENT EQUITY

Employment equity is a plan of action for the workplace to ensure all members of society have fair and equal access to employment opportunities. It involves developing special measures and removing barriers to employment for groups currently under-represented in the workforce.

The Government of Saskatchewan recognizes that a fair and equitable workplace supports employee productivity, initiative and creativity. Positive steps are taken to facilitate the integration and full participation of the under-represented groups and to encourage the utilization of the skills of all employees in our workplaces.

The three goals of the Government of Saskatchewan's Employment Equity Program are:

1. to eliminate employment barriers caused by discrimination and disadvantage;
2. to remedy the past effects of, and prevent future, discrimination and disadvantage; and
3. to create a workplace that reflects the equitable distribution of designated groups in the labour market.

BACKGROUND

The Government has three plans approved by the Saskatchewan Human Rights Commission (SHRC), applicable to:

1. Out-of-Scope employees (1987)
2. Canadian Union of Public Employees Local 600 (CUPE) employees (1989)
3. Saskatchewan Government and General Employees' Union (SGEU) employees (1990)

REPORT STRUCTURE

This annual report covers all three approved employment equity plans and addresses action taken during the year to implement the plans progress made, difficulties encountered and initiatives under consideration.

The structure of this annual report follows the format of the Legal Provisions and Program Approval and the Employment Equity Resource Manual provided by the SHRC.

LEGAL AUTHORITY

Section 47 of **The Saskatchewan Human Rights Code** permits employers to develop programs and policies to increase the representation of disadvantaged groups in the workplace. The SHRC monitors and approves the Government's Employment Equity plans annually and issues Terms and Conditions of Continued Approval.

The Public Service Act, 1998 outlines the responsibilities of the Public Service Commission (PSC), one of which is to develop a public service that represents the diversity of the people of Saskatchewan. The PSC is responsible for co-ordinating the development and implementation of employment equity policies and programs for the Government of Saskatchewan.

The PSC/SGEU Collective Agreement and the **CUPE Local 600 Union Management Agreement** contain provisions for developing, implementing, monitoring, evaluating and updating the Employment Equity Program in Government. In addition, the unions and management have signed Letters of Understanding on specific equity issues to enhance the program components and to clarify definitions and processes of implementation.

Regulation 50 a)
Applicant

The applicant is the Government of Saskatchewan, on behalf of out-of-scope, SGEU and CUPE employees.

Regulation 51 a)
Name of the Applicant

As of March 31, 2000, there were 18 government departments, one secretariat and two boards participating in the Government of Saskatchewan's Employment Equity Program.

Regulation 51 b)
Name of Person Responsible

The provincial **Cabinet** determines government policy and direction on employment equity.

A senior management committee, the **Strategic Human Resource Advisory Committee**, ensures that employment equity activities are integrated with other human resource programs and services, and are aligned with the strategic direction of the public service.

The **Permanent Head** of each department is responsible for the implementation of the Employment Equity Program and for achieving its goals and objectives. Each department has an **Employment Equity Committee** comprised of union, management and designated group representation.

The **Chair of the PSC** is responsible for co-ordinating the development and implementation of employment equity policies and programs.

The **Central SGEU/Management Employment Equity Committee** and the **CUPE/Management Employment Equity Committee** are responsible for monitoring the plan, proposing new initiatives and providing consultative services and feedback on activities.

Regulation 51 c)
Designated Groups

The four designated groups addressed by the Employment Equity Program are women, persons of Aboriginal ancestry, persons with physical or mental disabilities and members of visible minority groups.

WOMEN

The plans address the under-representation of women in managerial and non-traditional occupations throughout the public service. The SHRC defines non-traditional or under-representation as *all occupations that have less than 45% of the positions filled by women.*

Managerial occupations for women include all those in positions classified at management and professional levels 1 to 12B and senior executive levels.

The list of the non-traditional occupations for SGEU and CUPE is included in Appendix A.

PERSONS OF ABORIGINAL ANCESTRY

Persons of Aboriginal ancestry include *Indian, Metis and Inuit.* The comparable statistic of the working age population for Aboriginal people, compiled by the SHRC, is 12.2%.

PERSONS WITH MENTAL OR PHYSICAL DISABILITIES

The Government's plans include *persons with physical or mental disabilities.* For employment equity purposes, the SHRC has defined persons with disabilities as those who:

(a) have a persistent physical, intellectual, mental, psychiatric, sensory or learning condition that:
- (i) *requires a technical device and/or personal support or service to do the essential functions of the job; or*
- (ii) *requires a modification of job site, job responsibility, adjustment of work hours, extra rest breaks or time off/leave to obtain treatment as necessary;*

and

(b) consider themselves to be, and have reason to believe an employer or a potential employer would consider them to be disadvantaged in finding, retaining or advancing in employment because of that condition.

The corresponding SHRC community representation statistic is 9.7% of the working age population.

MEMBERS OF VISIBLE MINORITY GROUPS

Members of visible minority groups are defined by the SHRC as *persons who are, because of their race or colour, in a visible minority in Canada.*

The SHRC's comparable statistic for members of visible minority groups is 5.4%.

Regulation 53 a) i)
Representation of the Designated Groups

A. Workforce Survey

Data are collected from employees regarding their membership in the designated groups to assess where under-representation exists and to benchmark progress.

Self-identification refers to the process whereby persons voluntarily report that they are members of a designated group. Employees may complete a workforce survey form, complete the equity section on the application form or indicate in a letter that they are a member of a designated group. Information from those who have self-declared is kept confidential unless the employee has agreed to disclose it to specified parties.

B. Statistical Data

(i) Overall Representation

Table 1 summarizes the representation of the designated groups in government as of March 31, 1999 and March 31, 2000.

TABLE 1
DESIGNATED GROUP REPRESENTATION IN GOVERNMENT
MARCH 31, 1999 and 2000

Designated Group	Total Jobs	Count Within Designated Group	Percentage
March 31, 1999			
Persons of Aboriginal Ancestry	13357	1123	8.4%
Persons with Disabilities	13357	340	2.5%
Members of Visible Minority Groups	13357	363	2.7%
Women in Government	13357	7179	53.7%
Women in Non-traditional Jobs	4899	1026	20.9%
Women in Management (M and P Levels 1-12B and Senior Executive)	1827	649	35.5%
March 31, 2000			
Persons of Aboriginal Ancestry	12916	1116	8.6%
Persons with Disabilities	12916	356	2.8%
Members of Visible Minority Groups	12916	355	2.7%
Women in Government	12916	6805	52.7%
Women in Non-traditional Jobs	4681	1108	23.7%
Women in Management (M and P Levels 1-12B and Senior Executive)	1822	638	35.0%

Notes:

1. March 31, 2000 data include active employees and labour service employees on lay-off. March 31, 1999 data include active employees, labour service employees on lay off and employees on definite leave.
2. Percentages are based on total non-traditional jobs.
3. Includes women in all levels of the Management and Professional Classification Plan and Senior Executive Levels. Percentages are based on total management jobs.
4. Excludes women in the Management Support Group.
5. Figures are based on voluntary self-identification for persons of Aboriginal ancestry, persons with disabilities and members of visible minority groups.

(ii) Representation by Type of Position

Table 2 presents summary data by type of position: permanent, temporary, part-time, casual, and labour service by designated group as of March 31, 1999 and March 31, 2000.

TABLE 2
DESIGNATED GROUP REPRESENTATION BY JOB TYPE
MARCH 31, 1999 and 2000

Type of Job	All Jobs	Women	Aboriginal	Disabilities	Visible Minority
March 31, 1999					
Permanent	7578	3780 (49.9%)	485 (6.4%)	249 (3.3%)	178 (2.3%)
Temporary	845	616 (72.9%)	100 (11.8%)	20 (2.4%)	29 (3.4%)
Part-time	2057	1502 (73.0%)	185 (9.0%)	48 (2.3%)	73 (3.5%)
Casual	1477	983 (66.6%)	127 (8.6%)	10 (0.7%)	61 (4.1%)
Labour Service	1400	298 (21.3%)	226 (16.1%)	13 (0.9%)	22 (1.6%)
Total	13357	7179 (53.7%)	1123 (8.4%)	340 (2.5%)	363 (2.7%)
March 31, 2000					
Permanent	7336	3613 (49.3%)	488 (6.7%)	262 (3.6%)	171 (2.3%)
Temporary	27	21 (77.8%)	3 (11.1%)	0 (0.0%)	2 (7.4%)
Part-time	78	70 (89.7%)	2 (2.6%)	0 (0.0%)	5 (6.4%)
Permanent Part-time	2403	1528 (63.6%)	225 (9.4%)	45 (1.9%)	89 (3.7%)
Casual	238	181 (76.0%)	10 (4.2%)	0 (0.0%)	10 (4.2%)
Term	1423	1080 (75.9%)	140 (9.8%)	34 (2.4%)	56 (4.0%)
Labour Service Permanent	1395	305 (21.9%)	246 (17.6%)	13 (0.9%)	22 (1.6%)
Labour Service Non-permanent	16	7 (43.8%)	2 (12.5%)	2 (12.5%)	0 (0.0%)
Total	12916	6805 (52.7%)	1116 (8.6%)	356 (2.8%)	355 (2.7%)

Notes:

1. March 31, 2000 data include active and labour service employees on lay-off. March 31, 1999 data include active employees, labour service employees on lay off and employees on definite leave.
2. The PSC/SGEU Collective Agreement redefined the types of jobs for SGEU employees. The definition of "permanent", remained the same between 1999 and 2000. "Temporary" was changed to "permanent part-time" or "term", and "casual" to "term". Labour service was further categorized into permanent and non-permanent.
3. The terminology of "temporary", "part-time", "casual" remained the same for CUPE employees.
4. Figures are based on voluntary self-identification for persons of Aboriginal ancestry, persons with disabilities and members of visible minority groups.

(iii) Representation by Management Level

Table 3 presents percentage statistics by designated groups in management positions for the year ending March 31, 1999 and March 31, 2000.

TABLE 3
DESIGNATED GROUP REPRESENTATION BY MANAGEMENT LEVEL
MARCH 31, 1999 and 2000

Management Level	All Jobs	Women	Aboriginal			Disabilities			Visible Minority		
March 31, 1999											
			F	M	Total	F	M	Total	F	M	Total
M and P 1 - 6	994	397 (39.9%)	16 (1.6%)	19 (1.9%)	35 (3.5%)	12 (1.2%)	19 (1.9%)	31 (3.1%)	11 (1.1%)	17 (1.7%)	28 (2.8%)
M and P 7 - 12 and SE	833	252 (30.3%)	8 (1.0%)	14 (1.7%)	22 (2.7%)	10 (1.2%)	19 (2.3%)	29 (3.5%)	1 (0.1%)	17 (2.0%)	18 (2.1%)
Total	1827	649 (35.5%)	24 (1.3%)	33 (1.8%)	57 (3.1%)	22 (1.2%)	38 (2.1%)	60 (3.3%)	12 (0.7%)	34 (1.9%)	46 (2.6%)
March 31, 2000											
M and P 1 - 6	936	364 (38.9%)	17 (1.8%)	20 (2.1%)	37 (3.9%)	11 (1.2%)	21 (2.2%)	32 (3.4%)	10 (1.1%)	19 (2.0%)	29 (3.1%)
M and P 7 - 12 and SE	886	274 (30.9%)	11 (1.2%)	13 (1.5%)	24 (2.7%)	12 (1.4%)	19 (2.1%)	31 (3.5%)	3 (.3%)	16 (1.8%)	19 (2.1%)
Total	1822	638 (35.0%)	28 (1.5%)	33 (1.8%)	61 (3.3%)	23 (1.3%)	40 (2.2%)	63 (3.5%)	13 (.7%)	35 (1.9%)	48 (2.6%)

Notes:

1. March 31, 2000 data include active employees. March 31, 1999 data include active and definite leave employees.
2. Includes Order-in-Council Appointments and Senior Executives (SE), but does not include Ministerial/Executive Assistants, contract, non-PSC appointments and Management Support Group jobs.
3. Percentages are based on total management jobs across categories.
4. Figures are based on voluntary self-identification for persons of Aboriginal ancestry, persons with disabilities and members of visible minority groups.

(iv) Recruitment

Table 4 shows the recruitment goals set in June 1999, the total number of employees hired, and the designated group members hired for all active jobs, broken down by permanent and term/non-permanent job types. The percentage indicated is the number of designated group members hired as a proportion of the total number hired, within each category.

TABLE 4
RECRUITMENT (EXTERNAL AND INTERNAL HIRES)
1999/2000

Designated Group	Goal	Total Recruitment		Permanent Full-time Jobs		Permanent Part-time Jobs		Non Perm/Term Jobs	
Total Recruitment		4600 jobs (3663 employees)		1121 jobs (1052 employees)		623 jobs (404 employees)		2856 jobs (2207 employees)	
Persons of Aboriginal Ancestry	261	573	12.5%	193	17.2%	71	11.4%	309	10.8%
Persons with Disabilities	63	85	1.8%	23	2.1%	9	1.4%	53	1.9%
Members of Visible Minority Groups	86	205	4.5%	33	2.9%	18	2.9%	154	5.4%
Women in Management and SE	49	113	48.3%	61	39.1%	0	0%	52	66.7%
Total Management and SE		234		156		0		78	
Women in Non-traditional Positions	343	524	35.4%	96	22.5%	208	46.6%	220	36.2%
Total Non-traditional Positions		1480		427		446		607	

Notes:

1. Goals were set by departments in June 1999.
2. Includes recruitment for permanent and term (SGEU) non-permanent (CUPE) jobs, and out-of-scope jobs.
3. "Jobs" refer to the number of jobs filled; "employees" refer to the number of persons recruited in those jobs. Some employees were involved in two or more job placements in the same or other departments during the fiscal year.
4. Excludes non-PSC appointments.
5. Percentage represents the equity group as a proportion of total recruitment.
6. SE = Senior Executive.
7. The department employee totals will not equal the government total as some employees will have been recruited by more than one department.

(v) Representation by Occupational Group

The SHRC requested specific statistics categorized by occupational group, gender and designated group. These data may be found in Appendix B.

(vi) Representation in CUPE Positions

CUPE employees are located at Valley View Center, Moose Jaw, a residential facility for persons with mental disabilities, and at Regional Services offices of the Community Living Division of the Department of Social Services. Statistics relating to CUPE employees by designated group may be found in Appendix B.

Figure 1

WOMEN IN MANAGEMENT AND NON-TRADITIONAL OCCUPATIONS
March 2000

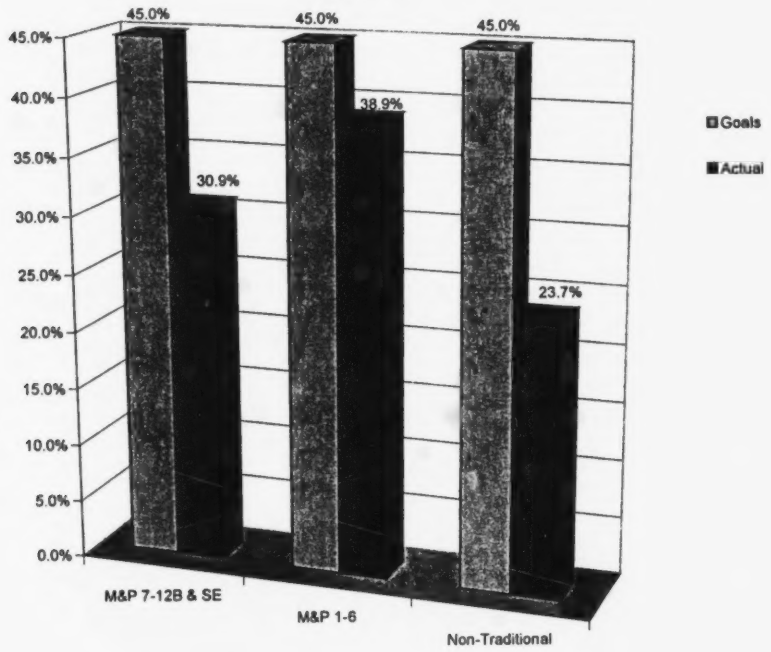
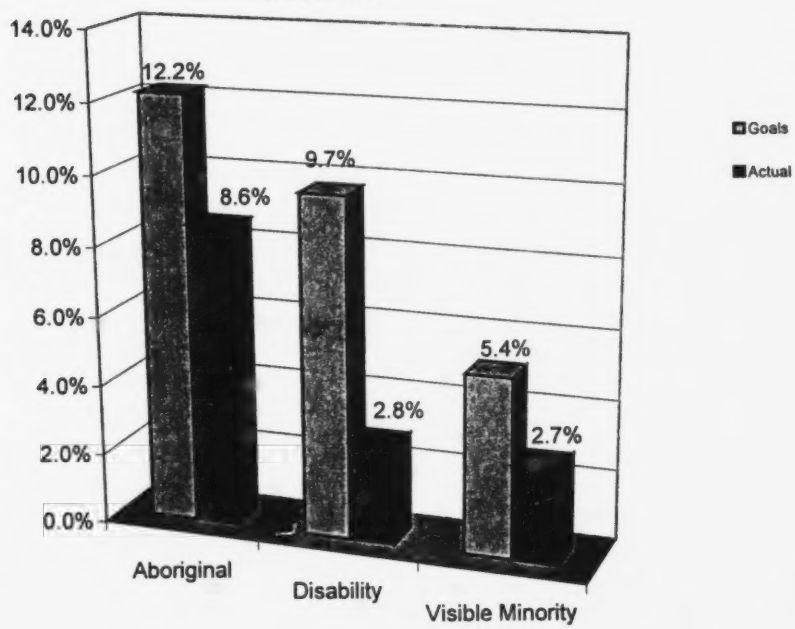


Figure 2

REPRESENTATION OF DESIGNATED GROUPS
March 2000



Regulation 53 a) ii)
Community Analysis

The SHRC estimates of designated group people in the working age population (15 - 64 years) in Saskatchewan are:

Women in the workforce	45.0%
Persons of Aboriginal ancestry	12.2%
Persons with disabilities	9.7%
Members of visible minority groups	5.4%

Regulation 53 a) iii)
Under-representation

Persons of Aboriginal ancestry, persons with disabilities and members of visible minority groups are generally under-represented in the public service. It is our goal that their participation be increased in all occupational levels. While the representation of women in the public service generally is good, they tend to be over-represented in certain occupational groups and under-represented in the managerial and non-traditional occupational areas.

Figures 1 and 2 on page 10 compare the current representation of the designated groups to the goals set by the SHRC.

Regulation 51 d)
Goals in Accordance with Regulation 56 a)

A. Long-term Goals

The long-term goal is a public service in which women, persons of Aboriginal ancestry, persons with disabilities and members of visible minority groups are employed in the same proportions in which they are available in the working age population and are either qualified or could become qualified through reasonable efforts on the part of the employer.

B. Short-term Goals for 2000/2001

In compliance with Term and Condition #4, a summary of departments' goals will be submitted by June 15, 2000 to the SHRC.

Regulation 51 e)
Special Measures

This section provides information on the initiatives, programs and practices — the qualitative side of employment equity progress — that have occurred in departments. In previous years, the report has emphasized a detailed accounting of departmental participation in employment equity. This year's report is formatted differently; it provides "best practices" on successful initiatives, as identified by the departments.

Recruitment

Recruitment activities are designed to increase access to job opportunities by members of the designated groups. They are essential components of the employment strategy to attract qualified equity candidates to the public service.

Advertising

- √ **The Saskatchewan Careers Bulletin** is sent to employment and community agencies serving the designated groups.
- √ Advertisements are accompanied by a statement of the government's commitment to employment equity.
- √ Positions are advertised at educational institutions and in publications to reach the designated group readership.
- √ Competitions are advertised on the PSC internet website and internal promotional opportunities are posted on electronic-mail.
- √ Departments and the PSC participate in career fairs targeted at designated group students to encourage them to consider public service careers.

Recognizing transferable/equivalent skills and experience

- √ Candidates are recruited using the key knowledge, skills and personal attributes required to perform job functions. This encourages evaluation of transferable skills rather than predicting future job performance solely based on education and experience.

Identifying positions to be filled by designated group members

- √ Managers are encouraged to designate or simultaneously post positions for qualified designated group members.
- √ Staffing request forms ensure managers consider employment equity recruitment when staffing positions.

Accessing inventories of qualified designated group members

- √ The PSC maintains an inventory of resumes of designated group applicants. Qualified equity candidates are matched to employers' job orders for referrals. Statistical data on the resumes, job orders and referrals may be found in Appendix B.

Partnering with organizations representing designated groups

- √ Departments have made personal contacts to network with community, employment, advocacy and professional agencies to share information on the hiring process, job seeking skills and employment opportunities.

Using training programs when hiring qualifiable designated group members

√ Practicum and work placements were arranged for designated group students. On occasion, these placements translated into term positions for the students.

Designating positions

√ The PS/GE Collective Bargaining Agreement provides for the designation (Section 6.1.10.1) and simultaneous posting of competitions (Section 6.1.10.2).

√ A total of 136 permanent positions were either designated or posted simultaneously for equity candidates. Details of these competitions are found in Appendix B.

Self-identifying on employment applications

√ Both the regular and summer student application forms include a section for applicants to self-declare. New and current employees (whose circumstances have changed) are encouraged to complete the workplace survey form on a voluntary basis.

Interviewing candidates

√ When managers and staffing consultants prepare interview guides, they attempt to ensure that the guides are free from systemic and cultural barriers.

Monitoring turnover rates

√ Exit interviews are conducted on a voluntary basis with designated group employees leaving the public service.

Employing Summer Students

√ The PSC administers the Summer Student Program on behalf of the departments. One-third of all referrals to departments are from the designated groups. However, managers may indicate that they wish to consider only employment equity students. In these cases, all referrals are students who self-identify as members of a designated group. See Appendix B for additional statistical data on this program.

Mentoring Students

√ The mentoring program is a joint initiative among the PSC, departments and four local high schools that have a high proportion of Aboriginal students.

Students are matched with government employees who meet weekly to provide students with career options in the public service.

Developmental Opportunities

These opportunities are viewed as "bridging" assignments as they build on employees' current skills to bridge from one area of expertise to another or from one level to another. They allow employees to move within the organization, or to external agencies, to gain new skills or enhance current ones.

Staff Development Programs

√ Employees are encouraged to attend learning events to develop skills, knowledge and abilities to meet career goals. Departments provide tuition and book reimbursement for classes and educational leave to attend school full-time.

Developmental assignments

√ Departments encourage and support designated group employees who may be interested in career assignments, job rotations, secondments and temporary assignment of higher duties to gain different work experiences, both internal and external to government.

Ethnic, Racial and Gender Harassment

Employees have the right to be protected from workplace harassment and to have a workplace in which all people are treated with dignity and respect.

√ Government employees continue to attend anti-racial, ethnic and gender discrimination educational sessions, a training program developed jointly by the SGEU and management.
√ The Government of Saskatchewan has anti-harassment policies and processes in place and both collective agreements contain anti-harassment and discrimination clauses.

Education and Awareness

Success in achieving the goals of employment equity requires that employees be aware of and understand the objectives, components and processes of the Employment Equity Program. Education and awareness will help achieve a widespread belief that welcoming and valuing the differing contributions of all people will lead to a better workplace, community and society. Departments use a variety of methods to create awareness of employment equity.

Internal communications

√ Departments have implemented various systems to inform staff of employment equity policies and practices, including newsletters, electronic mail, memos, posters and orientation manuals.

Newsletters and other communications

√ Each edition of ***PSPeople***, the quarterly government newsletter, contains information on equity issues. The newsletter is distributed to all public service employees.

Presentations

√ Staff from the SHRC, departments, educational institutions and community groups, as well as private consultants and professional lecturers, made presentations regarding equity-related issues to management and other employees.

Conferences and seminars

√ Staff attended numerous conferences, seminars and developmental training courses on employment equity and other related issues.

Education and awareness training

√ A union/management committee developed a training manual, **The Road to Equity**, on employment equity objectives, goals, activities, collective agreement provisions and governance structure. Personnel involved in recruiting have participated in this employment equity training.

√ The Aboriginal Cultural Awareness Program continues to be delivered in departments.

Support groups

√ The Government supports two employee organizations:

1. The Aboriginal Government Employees' Network (AGEN); and
2. The Saskatchewan Visible Minority Government Employees' Association (SVMEA).

Websites

√ Departments and the PSC have websites with links to employment equity activities, minutes, reports, data and other information.

Other

√ Departments who are members of the Saskatchewan Employment Equity Practitioners Association (SEEPA) help organize and participate in learning events sponsored by the group.

√ The Government recognized the International Day for the Elimination of Racism, International Women's Day, National Aboriginal Awareness Day, Employment Equity Week and International Day of Disabled Persons.

Return to Work/Rehabilitation

The government is committed to assisting employees who have been off work for an extended period of time due to illness or injury to return to work, and offering a range of rehabilitation options.

√ Return to work policies and procedures have been established for employees covered by the SGEU and CUPE agreements and for out-of-scope employees.

Management Involvement

Equity involves more than commitment; it requires a change in mindset throughout the organization starting with senior management. On a day-to-day basis, a key role is played by senior managers who make the decisions and have opportunities to initiate, reinforce or hinder the implementation of employment equity initiatives.

√ Some Deputy Ministers have included employment equity goals in department strategic plans, and in many cases, in their managers' performance objectives.

√ Deputy Ministers have forwarded memos to employees regarding their commitment to achieving a representative workforce, and in some cases, directed managers to designate or simultaneously post competitions.

Employment Equity Week

Employment Equity Week consists of a week of promotional events to celebrate diversity, to create an understanding of employment equity objectives and to encourage staff to participate in related activities.

√ Departments plan activities to create awareness of employment equity among their staff and participate in activities jointly planned by other equity employers.

Other Initiatives

- √ Two Letters of Understanding have been signed, one with SGEU and the other with CUPE, to employ staff with disabilities.
- √ The Intranet Personnel System has been programmed to provide accurate and timely employment equity data to departments whose staff are trained to generate relevant data for departmental reports.

Difficulties Encountered

Recruitment and retention

- √ Difficulties have been encountered in attracting qualified designated group members in highly specialized positions. Partnerships with community groups to promote careers in these fields are ongoing.
- √ Insufficient lead time to staff a position often restricted the department's ability to liaise with agencies for referrals. The inventory at the PSC continues to be a resource of resumes of qualified candidates for departments.
- √ Departments were not overly successful in recruiting persons with disabilities. A joint union/management committee has been established to develop a strategy to accelerate recruitment of this designated group.

Resources

- √ Employment equity committee members have difficulty committing time to employment equity initiatives due to workload demands. Committee members are encouraged to set priorities in the action plan and manage workloads to achieve goals.

Education and awareness

- √ Advocates of the program have encountered myths about employment equity. The departments are encouraged to use the **Road to Equity** manual to offer education and awareness sessions.

Duty to Accommodate

Changes are made in the workplace and technical devices and/or services are provided to employees to allow them to perform the essential duties of their positions. Other types of accommodations include practices that recognize the differing needs of employees to enable them to create a balance between their work and family responsibilities and their cultural commitments.

- √ In 1999/00, the Saskatchewan Property Management Corporation (SPMC) reported that approximately $754,000 was spent on completed physical accessibility renovations in government owned and leased buildings (See Appendix B). Departments renovate workplaces for accessibility as part of regular maintenance, but these are not included in the SPMC totals.
- √ Departments continue to provide technical devices and services and to assess the workplace to ensure accessibility.

Provincial Co-ordinator

The PSC is responsible for administering and monitoring the employment equity plans on a government-wide basis. The responsibilities of the Employment Equity Co-ordinator include planning and policy development, co-ordination of department initiatives, monitoring and evaluating achievements and providing support and advisory services.

The Employment Equity Coordinator:

- √ co-chairs the Joint Employment Equity Committees and the Employment Equity Council;
- √ liaises with the SHRC, community groups, other employers, educational institutions, and labour to promote employment equity in the workplace; and
- √ reviews, monitors and assists department employment equity committees to increase representation and eliminate barriers.

Committee Structures

Strategic Human Resource Advisory Committee

The Strategic Human Resource Advisory Committee is responsible for the implementation of the Employment Equity Program.

Employment Equity Council (EEC)

The Council is the link between departments, the SGEU and the Employment Equity Unit. Members of the EEC include departmental coordinators or their designates, union/management co-chairs of departmental employment equity committees and the Central Joint SGEU/Management Employment Equity Committee (Appendix C). The EEC meets quarterly.

Departmental Employment Equity Committees

Each department is required by PS/GE Letter of Understanding 98-4 to establish an Employment Equity Committee that is gender balanced, includes members from the designated groups, and has equal representation of both in-scope and out-of-scope emplcyees, unless agreed to by both parties.

Departmental Employment Equity Committees, co-chaired by management and union representatives, are responsible for developing the workplan for the department and implementing, monitoring, evaluating and updating employment equity plans.

Regulation 51 f)
Joint Committees per Section 60

Union support is absolutely necessary to ensure success of the Employment Equity Program. The inclusion of employment equity provisions in the collective agreements signals the importance of the program, negotiated and agreed upon by both union and management.

Joint SGEU/Management and CUPE/Management Committees are ongoing. Each committee consists of two co-chairs and an equal number of union and government representatives. (Appendix C).

Central Joint SGEU/Management Committee

The responsibilities and the composition of the Central Joint SGEU/Management Employment Equity Committee are outlined under Letter of Understanding 98-4 of the PS/GE Collective Bargaining Agreement.

The Joint Committee meets four times a year. Members also attend the EEC and other meetings of sub-committees, established to address specific issues.

In addition to these meetings, the co-chairs (or designates) met with all 20 departmental employment equity committees (except the Milk Control Board due to its small staff complement), as per Letter of Understanding 98-4.

Joint CUPE/Management Employment Equity Committee

√ The Joint CUPE/Management Employment Equity consists of two chairpersons and an equal number of union and management representatives. Letter of Understanding #88-06 was revised effective September 1997, reaffirming CUPE's commitment to the Employment Equity Program.

Regulation 51 g)
Monitoring Processes and Responsibilities

This annual report represents an amalgamation of departments' reports for the fiscal year April 1, 1999 to March 31, 2000.

Terms and Conditions 1999/00

Pursuant to Regulation 42 of **The Saskatchewan Human Rights Code**, the Saskatchewan Human Rights Commission continues approval of the Employment Equity Plan of the Government of Saskatchewan with the following terms and conditions for 1999/00:

1. The Government of Saskatchewan will send the Commission an annual report by April 30, 2000 outlining the implementation initiatives taken since the last annual report. This report should address progress, challenges and potential changes to the plan including recruitment, retention and special measures in the workplace.

Response

The 1999/00 Employment Equity Annual Report was delivered to the Saskatchewan Human Rights Commission on June 5, 2000.

2. The annual report will include a workforce analysis that includes the following:

   - analysis of permanent staff
   - analysis of non-permanent staff
   - analysis of total workforce (both permanent and non-permanent staff)
   - staffing of permanent positions by external hires
   - staffing of non-permanent positions by external hires
   - promotions of staff
   - turnover of staff
   - analysis of senior and middle management staff

   These analyses will be categorized by occupational group, gender and designated group.

Response

The statistical data in Appendix B present representation tables by designated group, gender, occupational grouping, union/out-of-scope and job type, in numerical and percentage formats. In addition, data are provided on employment equity inventories, advertised designated/simultaneous positions, mentoring program and accessibility renovations.

Data on management representation, type of position and short-term quantitative goals (recruitment) are in the body of the report (Tables 1- 4).

3. The Government of Saskatchewan will submit by June 15, 2000 an action plan for the implementation of its 2000/2001 employment equity plan. This plan should address:

   - Ways to improve the recruitment of designated groups, in particular people with disabilities
   - Educational programs on equity issues for departmental staff.

Response

The Government recognizes the need to accelerate the recruitment of persons with disabilities by eliminating barriers, providing accommodation upon request and revisiting job requirements/criteria. The Central Joint SGEU/management Employment Equity Committee established a sub-committee to develop a strategy to increase the representation of persons with disabilities in the public service, in consultation with a number of stakeholders. This strategy has several components including the development of resources for managers, involvement of community agencies, increased utilization of the inventory of resumes, review and possible reconfiguration of current job duties, and methods of accelerated recruitment.

*The **Road to Equity** has been distributed to Deputy Ministers, employment equity co-ordinators and committees for use in educating employees about employment equity. A facilitators' manual is being developed to assist departments to deliver the program. The **Road to Equity** is currently being delivered to hiring managers in two departments.*

4. The Government of Saskatchewan will review activities and assess progress made in 1999/2000 in its equity program. Based on the assessment, the sponsor will provide by June 15, 2000 a plan for program implementation for 2000/2001. This plan should address:

   - departments' workplace statistics for women in management and under represented positions, Aboriginal staff, staff with disabilities and staff who are visible minorities will include the total number of positions filled, broken down by permanent and non-permanent status and designated group representation
   - departments' progress of their 1999/2000 goals and identification of their 2000/2001 goals
   - departmental activities to enhance the effectiveness of the employment equity plan including ways to improve the recruitment of designated groups and education programs for staff on equity issues.

Response

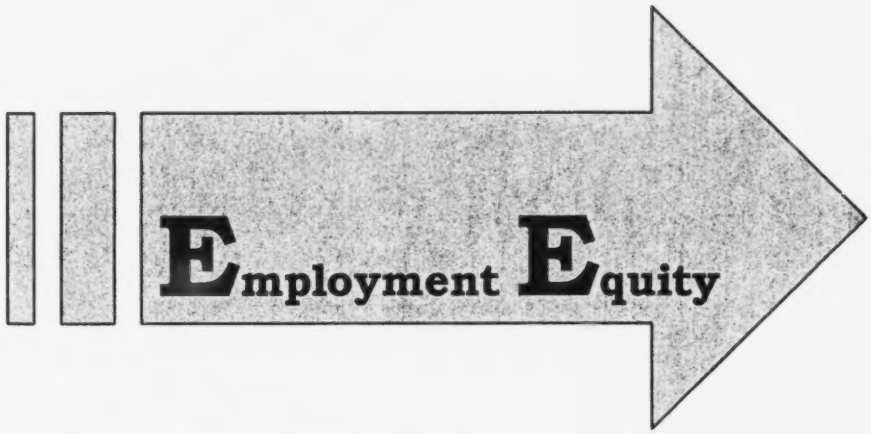
Departments will be requested to identify their quantitative and qualitative 2000/2001 goals for submission to the SHRC by June 15, 2000. The summary report will be compiled by the PSC and include the list of the individual departments and their workplace statistics.

5. The Government of Saskatchewan will include in its annual report information on the recruitment, selection and promotion of designated promotional activities, including strategies identified to recruit and retain employees who are members of visible minorities and persons with disabilities.

Response

Recruitment, selection and promotional activities may be found on pages 11-15 of this Annual Report.

Appendix A



Non-traditional
Occupations for Women (SGEU)

Non-traditional
Occupations for Women (CUPE Local 600)

Non-traditional Occupations for Women (SGEU)

Effective April 1, 1999

The following is a list of Occupational Families and their codes:

- T Building and Shop Trades
- R Inspection and Regulatory
- F Finance and Revenue
- C Program Consultation
- S Science and Technology
- I Instructional
- G General Operations
- P Program Support
- H Human Services

12FAT	Accountants
07CAG	Agrologist
08CAG	Agrologist
09CAG	Agrologist
10CAG	Agrologist
11CAG	Agrologist
12 CAG	Agrologist
13 CAG	Agrologist
08TAM	Aircraft Mechanic (Engineer)
09TAM	Aircraft Mechanic (Engineer)
09RAT	Apprenticeship Consultant
11RAT	Apprenticeship Consultant
07SAT	Archival Technician
08SAV	Audio Video Technician
10FAU	Auditors
11FAU	Auditors
12FAU	Auditors
07CAE	Awareness Education
08CAE	Awareness Education
09CAE	Awareness Education
12CAE	Awareness Education
09GBP	Base Pilot
10GBP	Base Pilot
09RBP	Boiler and Pressure Vessel
10RBI	Building Inspector
11SIB	Business Analyst (No Programming)
07CBC	Business Consultant
10CBC	Business Consultant
11CBC	Business Consultant
07GCS	Camp Safety Officer
07HCM	Central Communications
08HCM	Central Communications
09HCM	Central Communications
10HCM	Central Communications
08RCC	Chemical Compliance Investigator
09RCC	Chemical Compliance Investigator
03HCP	Child Protection
08FCM	Co-op Management Advisors
09SCP	Community Planners
06SPT	Community Planning Technician
04SEA	Engineering Assistant
07SPT	Community Planning Technician
08SPT	Community Planning Technician
09HCY	Community Youth
08RCO	Conservation
09RCO	Conservation
10RCO	Conservation
05GCK	Cook
06GCK	Cook
07GCK	Cook
09GCK	Cook
07CCC	Coordinator, Colleges
10CCC	Coordinator, Colleges
08HCW	Corrections
10HCW	Corrections
11HCW	Corrections
09CCR	Culture and Recreation
08SCU	Curator
11SCU	Curator
06HCS	Custody Support Worker
07HCS	Custody Support Worker
08HCS	Custody Support Worker
09HCS	Custody Support Worker
11HCS	Custody Support Worker
08PDP	Document Processing
03SDP	Draftsperson
05SDP	Draftsperson
06SDP	Draftsperson
07SDP	Draftsperson
08SDP	Draftsperson
06SEC	Ecology
08SEC	Ecology
09SEC	Ecology
10SEC	Ecology
11SEC	Ecology
12SEC	Ecology
13SEC	Ecology
08REA	Elevator and Amusement
09REA	Elevator and Amusement
11REA	Elevator and Amusement
03SEA	Engineering Assistant
06GIS	Institutional Service Worker

05SEA	Engineering Assistant
06SEA	Engineering Assistant
07SEA	Engineering Assistant
08SEA	Engineering Assistant
09SEA	Engineering Assistant
10SEA	Engineering Assistant
03SET	Engineering Technician
04SET	Engineering Technician
09CES	Equipment Standards
08SFP	Facilities Planner
09SFP	Facilities Planner
10SFP	Facilities Planner
05GFO	Ferry Operator
06GFO	Ferry Operator
07GFO	Ferry Operator
07GFC	Fire Control Coordinator
10GFC	Fire Control Coordinator
04GFF	Fire Fighter
05GFF	Fire Fighter
07GFF	Fire Fighter
08GFF	Fire Fighter
09GFF	Fire Fighter
08SFM	Fire Meteorologist
09RFP	Fire Prevention
10RFP	Fire Prevention
03GFT	Fire Tower (Watcher)
04GFT	Fire Tower (Watcher)
08RFW	Fish and Wildlife
08SFR	Forester
10SFR	Forester
11SFR	Forester
12SFR	Forester
05RFR	Forestry
07RFR	Forestry
07SFT	Forestry Technician
03GGW	Geological Warehouse
07SGE	Geologist
06SGI	Graphical Information Technologist
11SGI	Graphical Information Technologist
O3PHD	Help Desk
08RHT	Highway Traffic
03THE	Highways Equipment Maintenance
05THE	Highways Equipment Maintenance
06THE	Highways Equipment Maintenance
08THE	Highways Equipment Maintenance
09THE	Highways Equipment Maintenance
10THE	Highways Equipment Maintenance
03GHM	Highways Maintenance
04GHM	Highways Maintenance
05GHM	Highways Maintenance
06GHM	Highways Maintenance
07GHM	Highways Maintenance
08GHM	Highways Maintenance
05SIT	Information Technology Analyst
08SIT	Information Technology Analyst
09SIT	Information Technology Analyst
11SIT	Information Technology Analyst
04GIS	Institutional Service Worker
05GIS	Institutional Service Worker
13SPH	Pharmacy
07GIS	Institutional Service Worker
08GIS	Institutional Service Worker
09GIS	Institutional Service Worker
06IIA	Instructional Assistant
07IIA	Instructional Assistant
08RIN	Investigators
07TJA	Journeyman Auto Mechanic
07TJC	Journeyman Carpenter
08TJC	Journeyman Carpenter
08TJE	Journeyman Electrician
08TJW	Journeyman Welder
05RJO	Judicial Officers
06RJO	Judicial Officers
06SLS	Lab Scientist
11SLS	Lab Scientist
12SLS	Lab Scientist
13SLS	Lab Scientist
14SLS	Lab Scientist
09RLS	Labour Standards Officer
10RLS	Labour Standards Officer
08FLN	Land Negotiators (Highways)
10FLN	Land Negotiators (Highways)
06SLP	Land Plans Examiner
08SLP	Land Plans Examiner
06FLL	Land Sales and Leasing
10FLL	Land Sales and Leasing
09SLR	Librarian
05RLV	Livestock
07RLV	Livestock
02GML	Manual Labour
03GML	Manual Labour
04GML	Manual Labour
05GML	Manual Labour
09RMI	Mines Inspector
10CMA	Municipal Administration Advisor
11CMA	Municipal Administration Advisor
06SMT	Museum Technician
07SMT	Museum Technician
08SMT	Museum Technician
06GNY	Nursery
09ROH	Occupational Health
09ROY	Occupational Hygiene
10ROY	Occupational Hygiene
10POM	Office Manager (A01)
03GPM	Park Maintenance (RMS)
04GPM	Park Maintenance (RMS)
05GPM	Park Maintenance (RMS)
06GPM	Park Maintenance (RMS)
07GPM	Park Maintenance (RMS)
11SPP	Park Planner
12SPP	Park Planner
07GPR	Parks Recreation
08GRP	Parks Recreation
05GPA	Pastures
06GPA	Pastures
06RPG	Petroleum and Natural Gas
07RPG	Petroleum and Natural Gas
09RPG	Petroleum and Natural Gas
11RPD	Petroleum Development
12IT1	Teacher Therapist (4 year)

06SPI	Photo Interpreter
07CPL	Policy and Legislation (245)
09CPL	Policy and Legislation (245)
11CPL	Policy and Legislation (245)
13CPL	Policy and Legislation (245)
06TPP	Power Plant Engineer
04PPS	Printing Services Technician
08HPG	Program Consultant
07CPE	Program Development and/or Evaluation
09CPE	Program Development and/or Evaluation
14CPE	Program Development and/or Evaluation
09CPM	Program Manager - Education
13CPM	Program Manager - Education
08PPA	Property Administration
10HPY	Psychologist
06TRT	Radio Technician
08SRA	Radio Technician
08CRO	Research/Policy
10CRO	Research/Policy
11CRO	Research/Policy
08SRO	Research Officer
09SRO	Research Officer
10SRO	Research Officer
11SRO	Research Officer
12SRO	Research Officer
08HRD	Resource Development
09HRD	Resource Development
10HRD	Resource Development
03SRT	Resource Technologist
04SRT	Resource Technologist
06SRT	Resource Technologist
07SRT	Resource Technologist
08SRT	Resource Technologist
09SRT	Resource Technologist
12FRA	Revenue Administrator
07FRT	Revenue Officers
08FRT	Revenue Officers
10FRT	Revenue Officers
11FRT	Revenue Officers
01PSK	Stock Keeper
02PSK	Stock Keeper
05PSK	Stock Keeper
06PSK	Stock Keeper
07PSK	Stock Keeper
04SST	Summer Student
05SST	Summer Student
06SST	Summer Student
08TJM	Supervisory Journeyman
09TJM	Supervisory Journeyman
11SPA	Systems Analyst (PL5-245)
12SPA	Systems Analyst (PL5-245)
10FTA	Tax Auditors
11FTA	Tax Auditors
12FTA	Tax Auditors
13FTA	Tax Auditors
11IT1	Teacher Therapist (4 year)
09IT2	Teacher Therapist (5 year)
10IT2	Teacher Therapist (5 year)
10IT3	Teacher Therapist (6 year)
11RTS	Technical Safety Inspection
07TAA	Trades Apprentice Auto Mechanic
05TTH	Trades Helper
10ICI	Trades Instructor
04TTP	Tradesperson
05TTP	Tradesperson
06TTP	Tradesperson
07TTP	Tradesperson
08TTP	Tradesperson
04GTD	Transport Driver
06HWN	Ward/Cottage Nurses

Non-traditional Occupations for Women (CUPE Local 600)

Effective April 1, 1999

Baker
Cook 1-3
Driver
Institutional Service Worker 3
Laundry 3
Medical Equipment Technician 1
Nurse 3
Pharmacist 1
Regional Supervisor 1-3
Senior Storekeeper
Storekeeper
Systems Support Technician

Appendix B

Statistical Tables

TABLE 1

PERSONS OF ABORIGINAL ANCESTRY
REPRESENTATION IN GOVERNMENT – BY TYPE OF POSITION
March 31, 2000

	Jobs				Persons of Aboriginal Ancestry				
Type of Position	O/S*	SGEU	CUPE	TOTAL	O/S*	SGEU	CUPE	TOTAL	%
Permanent	1948	5022	366	7336	67	411	10	488	6.6
Temporary	9	0	18	27	1	0	2	3	11.1
Part-Time	1	0	77	78	0	0	2	2	2.6
Perm Part-Time	8	2395	0	2403	1	224	0	225	9.4
Casual	0	0	238	238	0	0	10	10	4.2
Term/Non-Permanent	118	1305	0	1423	8	132	0	140	9.8
Labour Service Permanent	0	1395	0	1395	0	246	0	246	17.6
Labour Service Non-Permanent	0	16	0	16	0	2	0	2	12.5
Total	2084	10133	699	12916	77	1015	24	1116	8.6

TABLE 2

PERSONS WITH DISABILITIES
REPRESENTATION IN GOVERNMENT – BY TYPE OF POSITION
March 31, 2000

	Jobs				Persons with Disabilities				
Type of Position	O/S*	SGEU	CUPE	TOTAL	O/S*	SGEU	CUPE	TOTAL	%
Permanent	1948	5022	366	7336	64	185	13	262	3.6
Temporary	9	0	18	27	0	0	0	0	0
Part-Time	1	0	77	78	0	0	0	0	0
Perm Part-Time	8	2395	0	2403	3	42	0	45	1.9
Casual	0	0	238	238	0	0	0	0	0
Term/Non-Permanent	118	1305	0	1423	5	29	0	34	2.4
Labour Service Permanent	0	1395	0	1395	0	13	0	13	.9
Labour Service Non-Permanent	0	16	0	16	0	2	0	2	12.5
Total	2084	10133	699	12916	72	271	13	356	2.8

Note:

* Out-of-Scope (O/S)

TABLE 3

MEMBERS OF VISIBLE MINORITY GROUPS
REPRESENTATION IN GOVERNMENT – BY TYPE OF POSITION
March 31, 2000

	Jobs				Members of Visible Minority Groups				
Type of Position	O/S*	SGEU	CUPE	TOTAL	O/S*	SGEU	CUPE	TOTAL	%
Permanent	1948	5022	366	7336	50	106	15	171	2.3
Temporary	9	0	18	27	1	0	1	2	7.4
Part-Time	1	0	77	78	0	0	5	5	6.4
Perm Part-Time	8	2395	0	2403	0	89	0	89	3.7
Casual	0	0	238	238	0	0	10	10	4.2
Term/Non-Permanent	118	1305	0	1423	4	52	0	56	3.9
Labour Service Permanent	0	1395	0	1395	0	22	0	22	1.6
Labour Service Non-Permanent	0	16	0	16	0	0	0	0	0
Total	2084	10133	699	12916	55	269	31	355	2.7

TABLE 4

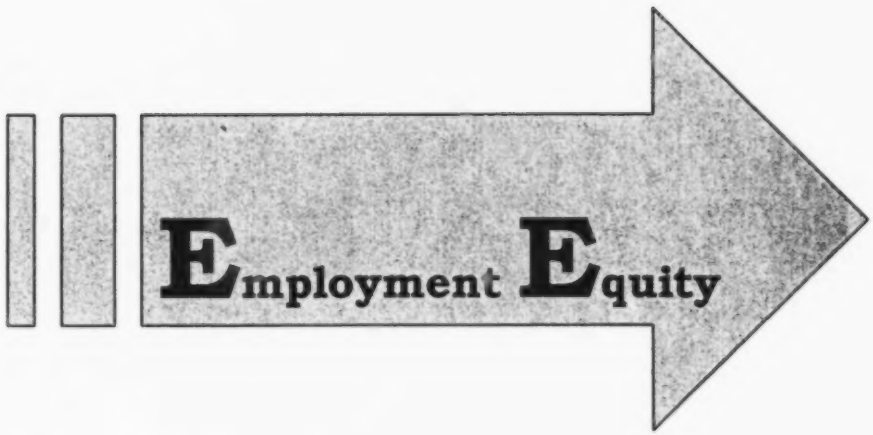
WOMEN
REPRESENTATION IN GOVERNMENT – BY TYPE OF POSITION
March 31, 2000

	Jobs				Women				
Type of Position	O/S*	SGEU	CUPE	TOTAL	O/S*	SGEU	CUPE	TOTAL	%
Permanent	1948	5022	366	7336	775	2568	270	3613	49.3
Temporary	9	0	18	27	5	0	16	21	77.8
Part-Time	1	0	77	78	1	0	69	70	89.7
Perm Part-Time	8	2395	0	2403	6	1522	0	1528	63.6
Casual	0	0	238	238	0	0	181	181	76.1
Term/Non-Permanent	118	1305	0	1423	91	989	0	1080	75.9
Labour Service Permanent	0	1395	0	1395	0	305	0	305	21.9
Labour Service Non-Permanent	0	16	0	16	0	7	0	7	43.8
Total	2084	10133	699	12916	878	5391	536	6805	52.7

Note:

* Out-of-Scope (O/S)

Appendix C



Employment Equity Co-ordinators
1999/00

Joint SGEU/Management Employment Equity Committee
1999/00

Joint CUPE/Management Employment Equity Committee
1999/00

Employment Equity Co-ordinators
1999/00

Agriculture and Food
AUDREY HAINES

Economic and Co-operative Development
DELIA ERMEL

Education
MYRNA WILLIAMS

Energy and Mines
LYNN JACOBSON

Environment and Resource Management
DAN MCGILL

Executive Council
PAULINE TREW

Finance
DEBBIE WEBER

Health
DONNA GELSINGER

Highways and Transportation
DAVE ABBEY

Intergovernmental and Aboriginal Affairs
GORD SISSON

Justice and Attorney General
BARB YOUNG

Labour
GARY BROWN

Milk Control Board
JERRY FRASS

Municipal Affairs, Culture and Housing
DON HARAZNY

Northern Affairs
DONNA DUMONT

Office of the Ombudsman and Children's Advocate
CAROL SPENCER

Post-Secondary Education and Skills Training
DAWN MCDOUGALL

Public Service Commission
NANCY CROLL

Sask. Municipal Board
MARILYN TURANICH

Social Services
JOANNE BEELER

Women's Secretariat
NEENA SAXENA

Joint SGEU/Management Employment Equity Committee 1999/00

Management	SGEU
Lily Tingley, Co-chair	Mike Daley, Co-chair
Dave Abbey	Jim Allonby
Terry Foulds	Helen Hrynchak
Archie LaRocque	Dennis Klyne
Jerry Spinarski	Maria Omene
Mary Tkach	

Joint CUPE/Management Employment Equity Committee 1999/00

Management	CUPE
Lily Tingley, Co-chair	Willard Hasmatali, Co-chair
Elise Lawrence	Ron Braun
Edie Montgrand	